

SECTION III

MWR FUNCTIONAL AREA
KNOWLEDGE,
SUPERVISORY KNOWLEDGE
SKILLS, ABILITIES (KSAs),
AND TRAINING PLANS

CAREER FIELD 51
FUNCTIONAL AREA MATRIX GUIDE

The Master Training Program for this plan is illustrated in a matrix format to show the relationships of the KSAs to the various key positions in a functional area. The five functional areas covered in this plan are Community Operations, Community Recreation, Family Support, Financial Management, and Services. Although the installation organizational structure may be aligned differently than in this plan, the functions are performed in some capacity at all activities and the specific KSAs and training would still apply.

The matrix for each functional area incorporates "CORE" and "SPECIFIC" KSAs required for each of the key MWR positions. "CORE" KSAs are essential to acceptable job performance and they are the minimum requirements for some or all the key positions in all functional areas. The "Core" KSAs are outlined on pages 21 through 28 of this plan. "Core" KSAs precede the "Specific" KSAs in each matrix.

The following example from the Community Operations functional area will lead you through the position of Community Operations Manager (page 32). The matrices for positions in all functional areas have been designed the same as the example below.

In the upper right hand corner of the matrix, you will see the word "LEGEND." Below that are listed the key positions for the Community Operations functional area. Each position has been assigned a three-letter alpha code, the job series designation, position title, and a numeric code specific to that position.

EXAMPLE:

LEGEND:

COM = The alpha code for Community Operations Manager
1101 = The job series for Community Operations Manager
(100) = The numeric code specific to the Community Operations Manager. The code (100) indicates that the KSAs in the matrix beginning K101 relate specifically to required KSAs for the Community Operations Manager.

The matrix for this functional area (and the other four) begins with "Core" knowledges (those essential to all or most positions in a functional area) and is followed by "Specific" knowledges that begin with K101. This is followed by "Specific" knowledges for the remainder of the positions in this functional area (i.e., Business Manager - Club (200), Business Manager - Golf, (300), and Business Manager - Bowling (400). Some "Specific" knowledges may be primary to one position but are applicable to some or all of the other positions in that functional area. Following "Core" and "Specific" knowledges, the plan continues with "Core Supervisory Knowledge" and "Core Abilities." The right side of the matrix shows the alpha codes that correspond to each position. KSAs applicable to a position(s) are annotated with an "X."

Following the matrix section, is the training needed to obtain the KSAs, illustrated by Career Phase, (Entry/Trainee, Specialist, Managerial, Executive, Senior Executive) and Grade (NF 3/GS 5-7 through NF 6/GS-15). Under the "Competencies" heading, are listed the KSA numeric codes that correspond to KSAs in the matrix that the specific training satisfies.

ACTEDS COMPETENCIES
MWR CAREER FIELD 51
COMMUNITY OPERATIONS FUNCTIONAL AREA

("X" indicates that the knowledge or ability is core [essential] to a job category. Other knowledges or abilities may be required.)

LEGEND:

COM - 1101: Community Operations Manager - (100)
BMC - 1101: Business Manager - Club (200)
BMG - 1101: Business Manager - Golf (300)
BMB - 1101: Business Manager - Bowling (400)

KNOWLEDGE	COM	BMC	BMG	BMB
K001. Knowledge of Army mission, goals, organizations, and functions.	X	X	X	X
K002. Knowledge of DoD and Army peculiarities (e.g., acronyms, MWR activity categories, traditions, military rank structure, and similarities and differences between military and civilian personnel).	X	X	X	X
K003. Knowledge of historical background of MWR programs and direction.	X	X	X	X
K004. Knowledge of office automation applications (e.g., word processing, spreadsheets, graphics, and database management).	X	X	X	X
K005. Knowledge of MWR Commercial Sponsorship Program, and marketing practices and concepts (e.g., Market Plan: environmental analysis, needs assessment, vision development, strategy development, written plan, implementation, evaluation).	X	X	X	X
K006. Knowledge of the appropriated fund (APF) and nonappropriated fund (NAF) accounting structure and systems.	X	X	X	X

("X" indicates that the knowledge or ability is core [essential] to a job category. Other knowledges or abilities may be required.)

LEGEND:

COM - 1101: Community Operations Manager - (100) is core [essential] to a job category. Other
BMC - 1101: Business Manager - Club (200)
BMG - 1101: Business Manager - Golf (300)
BMB - 1101: Business Manager - Bowling (400)

KNOWLEDGE	COM	BMC	BMG	BMB
K007. Knowledge of the appropriated fund (APF) and nonappropriated fund (NAF) budget formulation and associated documents (e.g., schedules, exhibits, program budget guidance, APF/NAF Major Construction, NAF Capital Purchase and Minor Construction, APF/NAF Synchronization Budget, 5-year Plan).	X	X	X	X
K008. Knowledge of budget execution phases (e.g., obligations, commitments, disbursements, unobligated balances, outlays).	X	X	X	X
K009. Knowledge of budget analysis techniques used to evaluate APF and NAF financial statements (e.g.,	X	X	X	X

validation and identification of trends, resource requirements, acid test, financial management analysis, break-even analysis, average inventory turnover, cost-of- goods sold).				
K010. Knowledge of the NAF Risk Management Program (RIMP).	X	X	X	X
K011. Knowledge of NAF internal controls regulations and procedures (e.g., cash controls, retail sales accountability, cash counts, Petty Cash Fund).	X	X	X	X
K012. Knowledge of manpower resource management (e.g., Schedule X and Table of Distribution and Allowances (TDA), manpower surveys, Program Analysis Resource Review (PARR), and NAF Personnel Requirements Document (PRD)).	X	X	X	X

("X" indicates that the knowledge or ability is core [essential] to a job category. Other knowledges or abilities may be required.)

LEGEND:

COM - 1101: Community Operations Manager - (100)
 BMC - 1101: Business Manager - Club (200)
 BMG - 1101: Business Manager - Golf (300)
 BMB - 1101: Business Manager - Bowling (400)

KNOWLEDGE	COM	BMC	BMG	BMB
K013. Knowledge of APF and NAF acquisition, procurement, and contracting (e.g., Blanket Purchase Agreements [BPAs], NAF Purchase Request, Order for Supplies or Services/Request for Quotations [DA FORM 4067-R], emergency purchase procedures, source lists, Contracting Officer Representative [COR]) regulations and procedures.	X	X	X	X
K014. Knowledge of APF and NAF property management (e.g., fixed assets, end-of-month inventory, relationship with Central Accounting Office [CAO], disposition, lost and transfers of property, Report of Survey, property book accountability).	X	X	X	X
K015. Knowledge of accepted customer relations/service practices, techniques, and programs.	X	X	X	X
K016. Knowledge of career planning goals, policies, procedures, and training.	X	X	X	X
K017. Knowledge of group dynamics and its impact on meeting organizational goals.	X	X	X	X
K018. Knowledge of the organizational leadership elements of purpose, direction, and motivation.	X	X	X	X
K019. Knowledge of leadership and management behaviors and techniques including, understanding of Army's leadership competencies and the Office of Personnel Management's managerial competencies.	X	X	X	X

("X" indicates that the knowledge or ability is core [essential] to a job category. Other knowledges or abilities may be required.)

LEGEND:

COM - 1101: Community Operations Manager - (100)
 BMC - 1101: Business Manager - Club (200)
 BMG - 1101: Business Manager - Golf (300)
 BMB - 1101: Business Manager - Bowling (400)

KNOWLEDGE	COM	BMC	BMG	BMB
K020. Knowledge of current management innovations and trends and external events and attitudes that influence decisions.	X	X	X	X
K021. Knowledge of creative problem-solving, decision-making, and strategic planning techniques.	X	X	X	X
K022. Knowledge of Total Army Quality concepts and applications.	X	X	X	X
K101. Knowledge of DoD/DA/CFSC policies, regulations, procedures, and program standards pertaining to the execution of community operations programs (e.g., club, bowling, golf).	X			

K102. Knowledge of relevant business and administrative practices associated with the operation of managing revenue-producing activities in government and private sector (e.g., club/post restaurant, bowling center, golf course).	X			
K103. Knowledge of standard accepted retail sales procedures and operations (e.g., inventory control, sales accountability, marketing, merchandise display).	X	X	X	X
K104. Knowledge of Army Alcohol Intervention Program and installation/community alcohol policies and regulations (e.g., age restrictions, authorization, applicable tax laws, procurement, transportation of alcoholic beverages, sales during catering service).	X	X	X	X

("X" indicates that the knowledge or ability is core [essential] to a job category. Other knowledges or abilities may be required.)

LEGEND:
COM - 1101: Community Operations Manager - (100)
BMC - 1101: Business Manager - Club (200)
BMG - 1101: Business Manager - Golf (300)
BMB - 1101: Business Manager - Bowling (400)

KNOWLEDGE	COM	BMC	BMG	BMB
K105. Knowledge of Army MWR food service program (e.g., marketing, food quality, service, costing, pricing, plating, food production, Nonappropriated Fund Food Operations Manual, Nonappropriated Fund Army Club Operations Manual - Beverage Management).	X	X	X	X
K106. Knowledge of military customs and protocol (e.g., flag displays, receiving lines, seating arrangements).	X	X	X	X
K107. Knowledge of Army Golf program (e.g., authorized and non-authorized patrons, use of golf professionals, reservation system, maintenance, resale operations, marketing, educational programs).	X		X	
K108. Knowledge of Army Bowling program (e.g., lane standards and certification program, maintenance, resales operations).	X			X
K109. Knowledge of commercial entertainment (e.g., procurement, evaluations, auditions, payments, contract disputes, standards, specifications).	X	X	X	X
K110. Knowledge of regulations and procedures relating to Private Organizations on Department of the Army installations.	X			
K111. Knowledge of Base Operations (BASOPS).	X	X	X	X
K112. Knowledge of program administration/management procedures and processes (e.g., planning study, data collection techniques, data analysis, report preparation and presentation).	X	X	X	X

--	--	--	--	--

("X" indicates that the knowledge or ability is core [essential] to a job category. Other knowledges or abilities may be required.)

LEGEND:

COM - 1101: Community Operations Manager - (100)
 BMC - 1101: Business Manager - Club (200)
 BMG - 1101: Business Manager - Golf (300)
 BMB - 1101: Business Manager - Bowling (400)

KNOWLEDGE	COM	BMC	BMG	BMB
K113. Knowledge of standard first aid and basic CPR techniques.	X	X	X	X
K201. Knowledge of DoD/DA/CFSC policies, regulations, procedures, and program standards pertaining to the execution of club programs and operations.	X	X		
K202. Knowledge of relevant business and administrative practices associated with the operation of managing food and beverage revenue-producing activities in government and private sector (e.g., club, post restaurant, snack bar).	X	X	X	X
K203. Knowledge of standard accepted Bingo operations, procedures, regulations and programs (game mix, prize mix, internal controls, marketing, external competition).	X	X		
K204. Knowledge of kitchen operations (preparation, presentation, storage, portion control, inventory, service, pricing, table setting, bar layout).	X	X	X	X
K205. Knowledge of catering services (e.g., catering brochures, marketing, pricing).	X	X	X	X
K206. Knowledge of food and beverage pricing and sales mix (e.g., menu development, engineering).	X	X	X	X

("X" indicates that the knowledge or ability is core [essential] to a job category. Other knowledges or abilities may be required.)

LEGEND:

COM - 1101: Community Operations Manager - (100)
 BMC - 1101: Business Manager - Club (200)
 BMG - 1101: Business Manager - Golf (300)
 BMB - 1101: Business Manager - Bowling (400)

KNOWLEDGE	COM	BMC	BMG	BMB
K207. Knowledge of DoD/DA/CFSC food and beverage, and general facility sanitation and health policies, procedures, and regulations (e.g., preparation and storage of food, cleaning of kitchen equipment, food handling, tableware).	X	X	X	X
K208. Knowledge of kitchen and beverage equipment and maintenance (e.g., equipment preventive maintenance, sanitation, minor repairs/ adjustments).	X	X	X	X
K209. Knowledge of relevant business and administrative practices associated with the operation of managing food and beverage revenue-producing activities in government and private sector (e.g., sport's facility snack bar and lounge/bar operation).	X	X	X	X
K301. Knowledge of DoD/DA/CFSC policies, regulations, procedures, and program standards pertaining to the execution of an Army Golf program and operation.			X	
K302. Knowledge of Army MWR snack food service program (e.g., marketing, food quality, service, costing, pricing, plating, food production).	X	X	X	X
K303. Knowledge of Army Golf program (e.g., authorized and non-authorized patrons, use of golf professionals, reservation system, maintenance, resale operations, marketing, educational programs).	X		X	

("X" indicates that the knowledge or ability is core [essential] to a job category. Other knowledges or abilities may be required.)

LEGEND:

COM - 1101: Community Operations Manager - (100)
 BMC - 1101: Business Manager - Club (200)
 BMG - 1101: Business Manager - Golf (300)
 BMB - 1101: Business Manager - Bowling (400)

KNOWLEDGE	COM	BMC	BMG	BMB
K304. Knowledge of Professional Golf Association rules and regulations (e.g., handicapping, etiquette, tournament procedures, course certification).	X		X	X
K305. Knowledge of golf course maintenance (e.g., watering, seeding, cutting, fertilizer, pest controls).			X	
K401. Knowledge of DoD/DA/CFSC policies, regulations, procedures, and program standards pertaining to the execution of Army Bowling programs and operation.				X
K402. Knowledge of Army Bowling program (e.g., authorized and non-authorized patrons, reservations system, maintenance, resale operation, marketing, educational programs).				X
K403. Knowledge of American Bowling Congress and Womens International Bowling Congress rules and regulations (e.g., league certification, lane certification, tournament procedures).				X
K404. Knowledge of lane and equipment maintenance (e.g., lane surface, pin setting, scoring equipment).				X

("X" indicates that the knowledge or ability is core [essential] to a job category. Other knowledges or abilities may be required.)

LEGEND:

COM - 1101: Community Operations Manager - (100)
 BMC - 1101: Business Manager - Club (200)
 BMG - 1101: Business Manager - Golf (300)
 BMB - 1101: Business Manager - Bowling (400)

SUPERVISORY KNOWLEDGE	COM	BMC	BMG	BMB
S001. Knowledge of federal and NAF position management and classification systems (e.g., job description, position classification standards, NAF Personnel Requirements Document [PRD], Table of Distribution and Allowances [TDA]).	X	X	X	X
S002. Knowledge of employee development (e.g., performance appraisal, performance and career counseling, career appraisal Individual Development Plan [IDP], training and professional development opportunities and assignments, short- and long-term training).	X	X	X	X
S003. Knowledge of Nonappropriated Fund (NAF) and federal merit promotion/internal placement procedures. Includes: NAF Central Referral System, NAF Personnel System Modernization, NAF Pay Banding, reinstatement eligibles, and the effects of the special placement programs (e.g., priority placement, military spouse preference) on these procedures.	X	X	X	X
S004. Knowledge of supervisory responsibilities in Federal Equal Employment Opportunity (e.g., affirmative action requirements, avoidance of disparate treatment, prohibited personnel practices).	X	X	X	X
S005. Knowledge of Army civilian APF/NAF career management and MWR Personnel Proponency requirements and procedures, to include the Army Civilian Career Evaluation System (ACCES), and the Army Civilian Training, Education, and Development System (ACTEDS).	X	X	X	X
S006. Knowledge of management-employee relations (absence and leave regulations, adverse action procedures, grievance and appeal procedures, disciplinary procedures, awards, labor schedule [DA FORM 5555-E], and labor/union relations).	X	X	X	X

("X" indicates that the knowledge or ability is core [essential] to a job category. Other knowledges or abilities may be required.)

LEGEND:

COM - 1101: Community Operations Manager - (100)
 BMC - 1101: Business Manager - Club (200)
 BMG - 1101: Business Manager - Golf (300)
 BMB - 1101: Business Manager - Bowling (400)

ABILITIES	COM	BMC	BMG	BMB
A001. Ability to direct work activities: Encompasses ability to assign or delegate work, to monitor the work of others, and to provide on-the-job training.	X	X	X	X
A002. Ability to communicate orally: Encompasses ability to brief, instruct, explain, advise, negotiate, or persuade.	X	X	X	X
A003. Ability to plan and organize: Encompasses ability to establish objectives, requirements, priorities, and deadlines in order to determine course of action for work.	X	X	X	X
A004. Human relations ability: Encompasses ability to interact with others in one-to-one or group	X	X	X	X

situations (often called "teamwork," "cooperation," "interpersonal skills," "ability to meet and deal," "tact," and "diplomacy"). Works with supervisors and others to achieve organizational goals.				
A005. Ability to analyze: Encompasses ability to obtain information, define problems, identify relationships, evaluate quality, assess impacts, and make conclusions/recommendations. It includes the ability to determine quality of projects, programs, or performance by comparison against standards and objectives.	X	X	X	X
A006. Ability to write: Encompasses ability to express ideas in writing (e.g., reports, information papers, memorandums, letters, briefing materials, manuals).	X	X	X	X

LEGEND:

COM - 1101: Community Operations Manager - (100)
 BMC - 1101: Business Manager - Club (200)
 BMG - 1101: Business Manager - Golf (300)
 BMB - 1101: Business Manager - Bowling (400)

("X" indicates that the knowledge or ability is core [essential] to a job category. Other knowledges or abilities may be required.)

ABILITIES

COM BMC BMG BMB

A007. Ability to innovate: Encompasses ability to develop new or revised procedures, programs, or solutions to problems.	X	X	X	X
A008. Ability to initiate action: Encompasses ability to independently originate action (one who demonstrates this ability is often called a "self-starter").	X	X	X	X
A009. Ability to identify and apply different methods of conflict management, problem-solving, and decision-making.	X	X	X	X
A010. Ability to apply effective leadership style or follower feedback style in a given situation.	X	X	X	X
A011. Ability to understand how individual values affect decisions and professional ethics.	X	X	X	X
A012. Ability to identify strategies for effective decision-making in supervising subordinates as well as molding cohesive workteams through planning, good communications, proper motivation, counseling, and conflict management.	X	X	X	X
A013. Ability to understand the role of values and ethics in supervision.	X	X	X	X
A014. Ability to use a systems model in assessing organization operation/performance.	X	X	X	X

("X" indicates that the knowledge or ability is core [essential] to a job category. Other knowledges or abilities may be required.)

LEGEND:

COM - 1101: Community Operations Manager - (100)
 BMC - 1101: Business Manager - Club (200)
 BMG - 1101: Business Manager - Golf (300)
 BMB - 1101: Business Manager - Bowling (400)

ABILITIES	COM	BMC	BMG	BMB
A015. Ability to recognize and develop human potential and increase productivity through sound management practices.	X	X	X	X
A016. Ability to understand power and authority in management.	X	X	X	X
A017. Ability to understand management and motivation, including value clarification.	X	X	X	X
A018. Ability to understand organizational functioning through basic systems models.	X	X	X	X
A019. Ability to recognize stages of group development and steps in building cohesive, high-performance teams.	X	X	X	X
A020. Ability to lead more effectively through awareness of importance of values and ethics and application of sound management practices.	X	X	X	X

MASTER TRAINING PLAN
COMMUNITY OPERATIONS FUNCTIONAL AREA

<u>CAREER PHASE</u>	<u>GRADE</u>	<u>TRAINING/RECOMMENDED SOURCE</u>	<u>COMPETENCIES</u>
ENTRY/ TRAINEE	NF 3 GS 5-7	MANDATORY, PRIORITY 1:	
		Intern Leadership Development Course	K001, K016, K017,
		Center for Army Leadership	A002, A004, A005,
		Fort Leavenworth, KS (1 week)	A007, A008, A009,
			A010, A011, A012
		TARGET: NAF Management Trainees or APF Interns	
		MANDATORY, PRIORITY 2:	
		Community and Family Support Management Course	K001, K002, K003,
		Community and Family Support Training Center	K004, K005, K006,
		Falls Church, VA (3 weeks)	K007, K008, K009,
			K010, K011, K012,
		TARGET: New MWR Managers and NAF Management Trainees/APF Interns	K013, K014, K015
		Food and Beverage Management Course	K102, K103, K104,
		Community and Family Support Training Center	K106, K204, K205,
		Falls Church, VA (3 weeks)	K206, K207, K208,
			K209
		TARGET: NAF Management Trainees or MWR Managers with food and beverage responsibilities	
		RECOMMENDED, PRIORITY 3:	
		Effective Army Writing	A006
		Local CPO/on site	
		TARGET: All	
		Standard First Aid and Basic CPR	K113
		Local CPO/American Red Cross	
		TARGET: All	
<u>CAREER PHASE</u>	<u>GRADE</u>	<u>TRAINING/RECOMMENDED SOURCE</u>	<u>COMPETENCIES</u>
SPECIALIST	NF 4 GS 9-12	MANDATORY, PRIORITY 1:	

Supervisor Development Course-Correspondence (local CPO on-site supplement) Army Institute for Professional Development U.S. Army Training Support Center Fort Eustis, VA	A003, A004, A005, A007, A008, A012, S001, S002, S003, S004, S005, S006
TARGET: New Supervisors	
Leadership Education and Development Course Center for Army Leadership Fort Leavenworth, KS, or on-site locally (1 week)	A003, A004, A005, A007, A008, A012
TARGET: New Supervisors	
MANDATORY, PRIORITY 2:	
Club Management Operations Course Community and Family Support Training Center University of Nevada - Las Vegas, NV (3 weeks)	K004, K005, K015, K102, K103, K105, K201, K204, K205, K206, K207, K208, K209, K302
TARGET: Club Managers	
Bowling Managers' Training Course Community and Family Support Training Center Falls Church, VA (2 weeks)	K004, K005, K006, K008, K009, K011, K102, K103, K108, K209, K302, K401, K402, K403, K404, S003, A001, A004, A009
TARGET: Bowling Managers	

<u>CAREER PHASE</u>	<u>GRADE</u>	<u>TRAINING/RECOMMENDED SOURCE</u>	<u>COMPETENCIES</u>
SPECIALIST	NF 4 GS 9-12	MANDATORY, PRIORITY 2:	
		Golf Managers' Training Course Community and Family Support Training Center Falls Church, VA (2 weeks)	K005, K009, K015, K102, K103, K107, K209, K302, K303, K304, K305, A001, A004, A009, S003
		TARGET: Golf Managers	
MANAGERIAL	NF 4-5 GS 12-14	RECOMMENDED, PRIORITY 3:	
		NONE	
		MANDATORY, PRIORITY 1:	
MANAGERIAL	NF 4-5 GS 12-14	Manager Development Course-Correspondence Army Institute for Professional Development U.S. Army Training Support Center Fort Eustis, VA	K001, K016, K017, K018, K019, K020, K021, A002, A004, A006, A010, A011, A012, A013, A014, A015
		TARGET: New Managers	
		MANDATORY, PRIORITY 2:	
MANAGERIAL	NF 4-5 GS 12-14	Organizational Leadership for Executives Center for Army Leadership Fort Leavenworth, KS (2 weeks)	K018, K021, A002, A003, A004, A009, A010, A011, A013, A014, A015, A019
		TARGET: New Managers	
<u>CAREER PHASE</u>	<u>GRADE</u>	<u>TRAINING/RECOMMENDED SOURCE</u>	<u>COMPETENCIES</u>
MANAGERIAL	NF 4-5 GS 12-14	MANDATORY, PRIORITY 2:	
		Division Chiefs' Course Community and Family Support Training Center Falls Church, VA (3 weeks)	K001, K003, K005, K006, K008, K009, K011, K012, K016, K017, K018, K019, K020, K021, K101, K102, K103, K105
		TARGET: Community Operations Chiefs	

<p>Personnel Management for Executives Army Center for Civilian Human Resource Management (Taught at regional training centers) (1.3 weeks)</p> <p>TARGET: Managers (To be scheduled after several years of managerial experience)</p> <p>RECOMMENDED, PRIORITY 3:</p> <p>Army Installation Management Course Army Logistics Management College Fort Lee, VA (3 weeks)</p> <p>TARGET: Managers</p> <p>Writing Effective Budget Justification OPM Regional Training Centers (1 week)</p> <p>TARGET: All</p> <p>Budget Presentation and Justification OPM Regional Training Centers (1 week)</p> <p>TARGET: All</p>	<p>A002, A004, A006, A010, A011, A012, A013, A016, A017, A019, A020</p> <p>K001, K002, K111, A012</p> <p>K008</p> <p>K009</p>
---	---

<u>CAREER PHASE</u>	<u>GRADE</u>	<u>TRAINING/RECOMMENDED SOURCE</u>	<u>COMPETENCIES</u>
MANAGERIAL	NF 4-5 GS 12-14	COMPETITIVE PROFESSIONAL DEVELOPMENT	

EXECUTIVE	NF 5-6 GS 13-15	Army Management Staff College Fort Belvoir, VA (14 weeks) TARGET: NF 4-5, GS 12-14 (GS 15 may apply by exception)	K001, K018, K019, K020, K021, K022, K111, K112, A002, A005, A006, A012, A015
		MANDATORY, PRIORITY 1:	
		Director, Personnel and Community Activities Course Community and Family Support Training Center Falls Church, VA (3 weeks) TARGET: Senior MWR Managers	K001, K003, K005, K006, K007, K008, K009, K012, K013, K016, K017, K018, K019, K020, K021, A001, A002, A003, A004, A005, A006
		Labor Negotiations Seminar Army Center For Civilian Human Resource Management Lancaster, PA (3 days) TARGET: Senior MWR Executives	A012, S001, S003, S006

<u>CAREER</u> <u>PHASE</u>	<u>GRADE</u>	<u>TRAINING/RECOMMENDED SOURCE</u>	<u>COMPETENCIES</u>
EXECUTIVE	NF 5-6 GS 13-15	RECOMMENDED, PRIORITY 3:	
		Strategic Planning U.S. Army Management Engineering College Rock Island, IL (3 days) TARGET: Senior MWR Managers	A012
		Total Quality Management for Executives U.S. Army Management Engineering College Rock Island, IL (2 days) TARGET: Senior MWR Managers	K018, K019, K022, A012

		Labor and Employee Relations and Equal Opportunity for Executives Army Center For Civilian Human Resources Management Lancaster, PA (3 days) TARGET: Senior MWR Executives	A012, S001, S003, S006
EXECUTIVE	NF 5-6 GS 13-15	COMPETITIVE PROFESSIONAL DEVELOPMENT SENIOR SERVICE COLLEGES: National War College Army War College Industrial College of the Armed Forces Fort McNair, VA (1 year) TARGET: Senior Managers (GS 14-15) and NF equivalent	A001, A002, A003, A004, A005, A006, A007, A008, and knowledge of issues associated with national security
CAREER PHASE	GRADE	TRAINING/RECOMMENDED SOURCE	COMPETENCIES
SENIOR EXECUTIVE	NF 6	MANDATORY, PRIORITY 1: Center for Creative Leadership - Leadership Development Program Greensboro, NC (1 week) TARGET: New NF 6	A004

ACTEDS COMPETENCIES
MWR CAREER FIELD 51
BUSINESS PROGRAMS FUNCTIONAL AREA
WAGE GRADE/CRAFTS AND TRADES

LEGEND:

("X" indicates that the knowledge or ability is core [essential] to a job category. Other knowledges or abilities may be required.)

BRA - 4819: Bowling Equipment Repairer - (CT100)
BRL - 4819: Bowling Equipment Repairer (Lead) - (CT200)
BRS - 4819: Bowling Equipment Repairer (Supervisor) - (CT300)
BTA - 7405: Bartender - (CT400)
BTL - 7405: Bartender - (Lead) - (CT500)
BTS - 7405: Bartender - (Supervisor) - (CT600)

KNOWLEDGE	BRA	BRL	BRS	BTA	BTL	BTS
K001. Knowledge of Army mission, goals, organizations, and functions.	X	X	X	X	X	X
K002. Knowledge of DoD and Army peculiarities (e.g., acronyms, MWR activity categories, traditions, military rank structure, and similarities and differences between military and civilian personnel).	X	X	X	X	X	X
K011. Knowledge of NAF internal controls regulations and procedures (e.g., cash controls, retail sales accountability, cash counts, petty cash fund).			X			X
K015. Knowledge of accepted customer relations/service practices, techniques, and programs.	X	X	X	X	X	X
K016. Knowledge of career planning goals, policies, procedures, and training.	X	X	X	X	X	X
K017. Knowledge of group dynamics and its impact on meeting organizational goals.		X	X			X
K018. Knowledge of organizational leadership elements of purpose, direction, and motivation.			X			X

LEGEND:

("X" indicates that the knowledge or ability is core [essential] to a job category. Other knowledges or abilities may be required.)

BRA - 4819: Bowling Equipment Repairer - (CT100)
BRL - 4819: Bowling Equipment Repairer (Lead) - (CT200)
BRS - 4819: Bowling Equipment Repairer (Supervisor) - (CT300)
BTA - 7405: Bartender - (CT400)
BTL - 7405: Bartender - (Lead) - (CT500)
BTS - 7405: Bartender - (Supervisor) - (CT600)

KNOWLEDGE	BRA	BRL	BRS	BTA	BTL	BTS
K019. Knowledge of leadership and management behaviors and techniques including understanding of Army's leadership competencies and the Office of Personnel Management's managerial competencies.			X			X
K020. Knowledge of current management innovations and trends and external events and attitudes that influence decisions.			X			X

K021. Knowledge of creative problem-solving, decision-making, and strategic planning techniques.			X			X
K022. Knowledge of Total Army Quality concepts and applications.	X	X	X	X	X	X
K103. Knowledge of standard accepted retail sales procedures and operations (e.g., inventory control, sales accountability, marketing, merchandise display).					X	X
K113. Knowledge of standard first aid and basic CPR techniques.	X	X	X	X	X	X
K404. Knowledge of lane and equipment maintenance (e.g., lane surface, pin setting, scoring equipment).	X	X	X			
KCT101. Knowledge of mechanical and electrical operating principles and characteristics of bowling equipment.	X	X	X			

LEGEND:

("X" indicates that the knowledge or ability is core [essential] to a job category. Other knowledges or abilities may be required.)

BRA - 4819: Bowling Equipment Repairer - (CT100)
BRL - 4819: Bowling Equipment Repairer (Lead) - (CT200)
BRS - 4819: Bowling Equipment Repairer (Supervisor) - (CT300)
BTA - 7405: Bartender - (CT400)
BTL - 7405: Bartender - (Lead) - (CT500)
BTS - 7405: Bartender - (Supervisor) - (CT600)

KNOWLEDGE	BRA	BRL	BRS	BTA	BTL	BTS
KCT102. Knowledge of electrical principles and the operating characteristics of such electrical and electronic components (e.g., resistors, diodes, capacitors, motors, transformers, switches, and relays) in testing and accomplishing repairs.	X	X	X			
KCT103. Knowledge of American Bowling Congress (ABC) and Womens International Bowling Congress (WIBC) standards and specifications for maintaining bowling lanes and equipment.	X	X	X			
KCT104. Knowledge in use of standard electrical test equipment such as voltmeters, ohmmeters, continuity testers, and test lamps to trace electrical circuit malfunctions and component defects.	X	X	X			
KCT105. Knowledge of manufacturers' specifications in conditioning, maintaining, and repairing bowling pins and lanes (e.g., repair cracks, chips, and splinters using wood plastics, lane stock, sand/recoat surfaces).	X	X	X			
KCT106. Knowledge of removal and tearing down of assemblies (e.g., gear box, detector assemblies, printer, table, rejector, deck, sweep) and to rebuild, reinstall, and align.	X	X	X			

KCT102. Knowledge of electrical principles and the operating characteristics of such electrical and electronic components (e.g., resistors, diodes, capacitors, motors, transformers, switches, and relays) in testing and accomplishing repairs.	X	X	X			
KCT107. Knowledge of regulatory guidance concerning employees rights and responsibilities with regard to the EEO Program, prevention of sexual harassment and discrimination in the workplace.	X	X	X	X	X	X

("X" indicates that the knowledge or ability is core [essential] to a job category. Other knowledges or abilities may be required.)
LEGEND:
 BRA - 4819: Bowling Equipment Repairer - (CT100)
 BRL - 4819: Bowling Equipment Repairer (Lead) - (CT200)
 BRS - 4819: Bowling Equipment Repairer (Supervisor) - (CT300)
 BTA - 7405: Bartender - (CT400)
 BTL - 7405: Bartender - (Lead) - (CT500)
 BTS - 7405: Bartender - (Supervisor) - (CT600)

KNOWLEDGE	BRA	BRL	BRS	BTA	BTL	BTS
KCT201. Knowledge of NAF acquisition, procurement, and contracting (e.g., Blanket Purchase Agreements [BPAs], NAF Purchase Request, Order for Supplies or Services/Request for Quotations, emergency purchase procedures, source lists).		X	X			X
KCT202. Knowledge of NAF property management (e.g., fixed assets, end-of-month inventory, disposition, lost and transfer of property, Report of Survey, property book accountability).		X	X			X
KCT401. Knowledge of Army Alcoholic Intervention Program and installation/community alcohol policies and regulations (e.g., age restrictions, authorization, transportation of alcohol beverages, sales during catering service).					X	X
KCT402. Knowledge of the correct proportions and mixtures to use in preparing beverages according to name request from patrons or cocktail attendants.					X	X
KCT403. Knowledge DoD/DA/CFSC policies and regulations governing MWR patronage.		X	X			X
KCT404. Knowledge of requirements of TB-MED-530 (sanitation regulation).					X	X

("X" indicates that the knowledge or ability is core [essential] to a job category. Other knowledges or abilities may be required.)

LEGEND:

BRA - 4819: Bowling Equipment Repairer - (CT100)
 BRL - 4819: Bowling Equipment Repairer (Lead) - (CT200)
 BRS - 4819: Bowling Equipment Repairer (Supervisor) - (CT300)
 BTA - 7405: Bartender - (CT400)
 BTL - 7405: Bartender - (Lead) - (CT500)
 BTS - 7405: Bartender - (Supervisor) - (CT600)

SUPERVISORY KNOWLEDGE	BRA	BRL	BRS	BTA	BTL	BTS
S002. Knowledge of employee development (e.g., performance appraisal, performance and career counseling, career appraisal, Individual Development Plan [IDP], training and professional development opportunities and assignments, short- and long-term training).					X	X
S004. Knowledge of supervisory responsibilities in Federal Equal Employment Opportunity (e.g., affirmative action requirements, avoidance of disparate treatment, prohibited personnel practices).					X	X
S006. Knowledge of management-employee relations (absence and leave regulations, adverse action procedures, grievance and appeal procedures, disciplinary procedures, awards, labor schedule [DA FORM 5555-E], and labor/union relations).					X	X

("X" indicates that the knowledge or ability is core [essential] to a job category. Other knowledges or abilities may be required.)

LEGEND:

BRA - 4819: Bowling Equipment Repairer - (CT100)
 BRL - 4819: Bowling Equipment Repairer (Lead) - (CT200)
 BRS - 4819: Bowling Equipment Repairer (Supervisor) - (CT300)
 BTA - 7405: Bartender - (CT400)
 BTL - 7405: Bartender - (Lead) - (CT500)
 BTS - 7405: Bartender - (Supervisor) - (CT600)

ABILITIES	BRA	BRL	BRS	BTA	BTL	BTS
A001. Ability to direct work activities: Encompasses ability to assign or delegate work, to monitor the work of others, and to provide on-the-job training.			X			X
A003. Ability to plan and organize: Encompasses ability to establish objectives, requirements, priorities, and deadlines in order to determine course of action for work.			X			X
A004. Human relations ability: Encompasses ability to interact with others in one-to-one or group situations (often called "teamwork," "cooperation," "interpersonal skills," "ability to meet and deal," "tact," and "diplomacy"). Works with supervisors and others to achieve organizational goals.	X	X	X	X	X	X
A005. Ability to analyze: Encompasses ability to obtain information, define problems, identify relationships, evaluate quality, assess impacts, and make conclusions/recommendations. It includes the ability to determine quality of projects, programs, or performance by comparison against standards and objectives.			X			X
A010. Ability to apply effective leadership style or follower feedback style in a given situation.			X			X
ACT101. Ability to determine malfunctions in a variety of bowling equipment.	X	X	X			

("X" indicates that the knowledge or ability is core [essential] to a job category. Other knowledges or abilities may be required.)

LEGEND:

BRA - 4819: Bowling Equipment Repairer - (CT100)
 BRL - 4819: Bowling Equipment Repairer (Lead) - (CT200)
 BRS - 4819: Bowling Equipment Repairer (Supervisor) - (CT300)
 BTA - 7405: Bartender - (CT400)
 BTL - 7405: Bartender - (Lead) - (CT500)
 BTS - 7405: Bartender - (Supervisor) - (CT600)

ABILITIES	BRA	BRL	BRS	BTA	BTL	BTS
ACT102. Ability to maintain, adjust, and repair a variety of bowling equipment that has mechanical, electrical and electronics parts, components, and assemblies (e.g., automatic pinplacing machines, automatic scorers, ball returns, telescope and telefoul, ball-drilling machines, pin finders, lane maintenance machines, ball conditioners).	X	X	X			
ACT103. Ability to diagnose equipment malfunctions by referring to manufacturers' diagrams and specifications, schematics, and wiring diagrams using test equipment (continuity	X	X	X			

ACT102. Ability to maintain, adjust, and repair a variety of bowling equipment that has mechanical, electrical and electronics parts, components, and assemblies (e.g., automatic pinplacing machines, automatic scorers, ball returns, telescope and telefoul, ball-drilling machines, pin finders, lane maintenance machines, ball conditioners).	X	X	X			
testers, voltmeters, ohmmeters, and feeler gauges).						
ACT104. Ability to conduct operational checks (e.g., visually for worn or damaged parts; traces wiring; disassembles; makes necessary adjustments, repairs, or replaces defective parts; cleans, lubricates, and reassembles the equipment; follows preventive schedule.	X	X	X			
ACT105. Ability to determine which mechanical assemblies are malfunctioning, what parts and mechanisms can be reworked or should be replaced with new parts, and types of adjustments and alignments required.	X	X	X			
ACT106. Ability to use wiring diagrams to locate defective parts and standard test equipment to check open circuits, shorts, grounds, voltage, and resistance readings.	X	X	X			

LEGEND:

("X" indicates that the knowledge or ability is core [essential] to a job category. Other knowledges or abilities may be required.)

BRA - 4819: Bowling Equipment Repairer - (CT100)
 BRL - 4819: Bowling Equipment Repairer (Lead) - (CT200)
 BRS - 4819: Bowling Equipment Repairer (Supervisor) - (CT300)
 BTA - 7405: Bartender - (CT400)
 BTL - 7405: Bartender - (Lead) - (CT500)
 BTS - 7405: Bartender - (Supervisor) - (CT600)

ABILITIES	BRA	BRL	BRS	BTA	BTL	BTS
ACT107. Ability to read and understand schematics, wiring diagrams, block diagrams, and manufacturers' service manuals.	X	X	X			
ACT108. Ability to write: Encompasses ability to express ideas in writing (e.g., reports, memorandums, letters).		X	X		X	X
ACT109. Ability to communicate orally: Encompasses ability to instruct, explain, advise.	X	X	X		X	X
ACT401. Ability to mix and serve a wide variety of alcoholic beverages by combining ingredients (e.g., liquors, soda, water, sugar, bitters, and fruit garnishes) and nonalcoholic beverages.				X	X	X
ACT402. Ability to meet and converse with the public.			X	X	X	X
ACT403. Ability to maintain the bar and bar equipment in a presentable, safe, and sanitary condition.				X	X	X

ACT107. Ability to read and understand schematics, wiring diagrams, block diagrams, and manufacturers' service manuals.	X	X	X			
ACT404. Ability to setup a bar and to visually recognize shortages of supplies at the bar (e.g., beverages, beer, wine, condiments, garnishes, glasses, napkins, utensils) and replace as needed.				X	X	X

("X" indicates that the knowledge or ability is core [essential] to a job category. Other knowledges or abilities may be required.)

LEGEND:

BRA - 4819: Bowling Equipment Repairer - (CT100)
 BRL - 4819: Bowling Equipment Repairer (Lead) - (CT200)
 BRS - 4819: Bowling Equipment Repairer (Supervisor) - (CT300)
 BTA - 7405: Bartender - (CT400)
 BTL - 7405: Bartender - (Lead) - (CT500)
 BTS - 7405: Bartender - (Supervisor) - (CT600)

ABILITIES	BRA	BRL	BRS	BTA	BTL	BTS	
ACT405. Ability to recognize intoxicated or unruly patrons and to resolve the problem or seek assistance as needed.					X	X	X
ACT406. Ability to operate cash registers/point-of-sales equipment in accordance with established policies and procedures.					X	X	X
ACT407. Ability to collect tabs, chits, or cash in appropriate amounts and reconcile them with the quantities and prices of items dispensed.					X	X	X

MASTER TRAINING PLAN
COMMUNITY OPERATIONS FUNCTIONAL AREA
WAGE GRADE/CRAFTS AND TRADES
BOWLING EQUIPMENT REPAIRER AND BARTENDER

<u>CAREER PHASE</u>	<u>GRADE</u>	<u>TRAINING/RECOMMENDED SOURCE</u>	<u>COMPETENCIES</u>
ENTRY/ JOURNEYMAN	NA/NL/NS	MANDATORY, PRIORITY 1:	
		NONE	
		MANDATORY, PRIORITY 2:	
		Pinspotter Training School AMF Bowling, Inc. Richmond, VA (2 weeks)	K404, KCT101, KCT102
		Target: Bowling Equipment Repairers	
		Brunswick Maintenance School Brunswick Bowling and Billiards Corp. Muskegon, MI (1 week)	KCT104
		Target: Bowling Equipment Repairers	
		Operational School Brunswick Bowling and Billiards Corp. Muskegon, MI (1 week)	KCT101, KCT105
		Target: Bowling Equipment Repairers	
		Customer Service Orientation Local CPO/DPCA (2 days)	K015
		TARGET: Bartenders	
		RECOMMENDED, PRIORITY 3:	
		Standard First Aid and Basic CPR Local CPO/American Red Cross	K113
		TARGET: All	

<u>CAREER PHASE</u>	<u>GRADE</u>	<u>TRAINING/RECOMMENDED SOURCE</u>	<u>COMPETENCIES</u>
JOURNEYMAN	NS	MANDATORY, PRIORITY 1:	
		Supervisor Development Course-Correspondence (local CPO on-site supplement) Army Institute for Professional Development U.S. Army Training Support Center Fort Eustis, VA	A001, A003, A004, A005, S002, S004, S006
		TARGET: New Supervisors	
		Leadership Education and Development Course Center for Army Leadership Fort Leavenworth, KS, or on-site locally (1 week)	A003, A004, A005
		TARGET: New Supervisors	
		MANDATORY, PRIORITY 2:	
		Management School Brunswick Bowling and Billiards Corp. Muskegon, MI (6 days)	KCT101
		Target: Supervisory Bowling Equipment Repairers	
		RECOMMENDED, PRIORITY 3:	
		Bowling Managers' Training Course Community and Family Support Training Center Falls Church, VA (2 weeks)	K001, K011, K015, KCT101, KCT103,KCT201, (SEE CLUB AND BOWLING KSAs)
		TARGET: High potential individual for Bowling Managers position as determined by the supervisor	

<u>CAREER PHASE</u>	<u>GRADE</u>	<u>TRAINING/RECOMMENDED SOURCE</u>	<u>COMPETENCIES</u>
(CROSS OVER TO NAF MANAGEMENT)			
JOURNEYMAN	NS	MANDATORY, PRIORITY 1:	
SPECIALIST	NF 3-4 GS 9-12	NONE	
		MANDATORY, PRIORITY 2:	
		Community and Family Support Management Course	K001, K002, K003,

Community and Family Support Training Center Falls Church, VA (3 weeks)	K004, K005, K006, K007, K008, K009, K010, K011, K012, K013, K014, K015 (SAME AS CLUB AND BOWLING KSAs)
TARGET: New MWR Managers or high potential Crafts and Trades Supervisors	
Food and Beverage Management Course Community and Family Support Training Center Falls Church, VA (3 weeks)	K102, K103, K104, K106, K204, K205, K206, K207, K208, K209 (SAME AS CLUB AND BOWLING KSAs)
TARGET: NAF Management Trainees or MWR Managers with food and beverage responsibilities	
Bowling Managers' Training Course Community and Family Support Training Center Falls Church, VA (2 weeks)	K004, K005, K006, K008, K009, K011, K102, K103, K108, K209, K302, K401, K402, K403, K404, S003, A001, A004, A009 (SAME AS CLUB AND BOWLING KSAs)
TARGET: Bowling Managers	

<u>CAREER PHASE</u>	<u>GRADE</u>	<u>TRAINING/RECOMMENDED SOURCE</u>	<u>COMPETENCIES</u>
SPECIALIST	NF 4 GS 9-12	MANADATORY, PRIORITY 2: Club Management Operations Course Community and Family Support Training Center University of Nevada - Las Vegas, NV (3 weeks) TARGET: Club Managers	K004, K005, K015, K102, K103, K105, K201, K204, K205, K206, K207, K208, K209, K302 (SAME AS CLUB AND BOWLING KSAs)
		RECOMMENDED, PRIORITY 3: Effective Army Writing Local CPO/on site TARGET: All	A006
		Standard First Aid and Basic CPR Local CPO/American Red Cross TARGET: All	K113
MANAGERIAL	NF 4-5	MANDATORY, PRIORITY 1:	

GS 12-14

Manager Development Course-Correspondence
 Army Institute for Professional Development
 U.S. Army Training Support Center
 Fort Eustis, VA

TARGET: New Managers

K001, K016, K017,
 K018, K019, K020,
 K021, A002, A004,
 A006, A010, A011,
 A012, A013, A014,
 A015 (SAME AS CLUB AND
 BOWLING KSAs)

MANDATORY, PRIORITY 2:

Organizational Leadership for Executives
 Center for Army Leadership
 Fort Leavenworth, KS (2 weeks)

TARGET: New Managers

K018, K021, A002,
 A003, A004, A009,
 A010, A011, A013,
 A014, A015, A019
 (SAME AS COM KSA'S)

**CAREER
 PHASE**

GRADE

TRAINING/RECOMMENDED SOURCE

COMPETENCIES

MANAGERIAL

NF 4-5
 GS 12-14

MANDATORY, PRIORITY 2:

Division Chiefs' Course
 Community and Family Support Training Center
 Falls Church, VA (3 weeks)

TARGET: Community Operations Chiefs

K001, K003, K005,
 K006, K008, K009,
 K011, K012, K016,
 K017, K018, K019,
 K020, K021, K101,
 K102, K103, K104
 (SAME AS COM KSAs)

Personnel Management for Executives
 Army Center for Civilian Human Resource Management (Taught at regional
 training centers)(1.3 weeks)

TARGET: Managers (To be scheduled after several years of managerial
 experience)

A002, A004, A006,
 A010, A011, A012,
 A013, A016, A017,
 A019, A020
 (SAME AS COM KSAs)

RECOMMENDED, PRIORITY 3:

Army Installation Management Course
 Army Logistics Management College
 Fort Lee, VA (3 weeks)

TARGET: Managers

K001, K002, K111,
 A012
 (SAME AS COM KSAs)

Writing Effective Budget Justification
 OPM Regional Training Centers (1 week)

TARGET: Senior MWR Managers

K008
 (SAME AS COM KSAs)

Budget Presentation and Justification
 OPM Regional Training Centers (1 week)

TARGET: Senior MWR Managers

K009
 (SAME AS COM KSAs)

<u>CAREER PHASE</u>	<u>GRADE</u>	<u>TRAINING/RECOMMENDED SOURCE</u>	<u>COMPETENCIES</u>
MANAGERIAL	NF 4-5 GS 12-14	COMPETITIVE PROFESSIONAL DEVELOPMENT	
		Army Management Staff College Fort Belvoir, VA (14 weeks) TARGET: NF 4-5, GS 12-14 (GS 15 may apply by exception)	K001, K018, K019, K020, K021, K022, K111, K112, A002, A005, A006, A012, A015 (SAME AS COM KSAs)
EXECUTIVE	NF 5-6 GS 13-15	MANDATORY, PRIORITY 1:	
		NONE	
		MANDATORY, PRIORITY 2:	
		Director, Personnel and Community Activities Course Community and Family Support Training Center Falls Church, VA (3 weeks) TARGET: Senior MWR Managers	K001, K003, K005, K006, K007, K008, K009, K012, K013, K016, K017, K018, K019, K020, K021, A001, A002, A003, A004, A005, A006 (SAME AS COM KSAs)
		Labor Negotiations Seminar Army Center for Civilian Human Resource Management Lancaster, PA (3 days) TARGET: Senior MWR Managers	A012, S001, S003, S006 (SAME AS COM KSAs)
<u>CAREER PHASE</u>	<u>GRADE</u>	<u>TRAINING/RECOMMENDED SOURCE</u>	<u>COMPETENCIES</u>
EXECUTIVE	NF 5-6 GS 13-15	RECOMMENDED, PRIORITY 3:	
		Strategic Planning U.S. Army Management Engineering College Rock Island, IL (3 days) TARGET: Senior MWR Managers	A012 (SAME AS COM KSAs)
		Total Quality Management for Executives U.S. Army Management Engineering College Rock Island, IL (2 days) TARGET: Senior MWR Managers	K018, K019, K022, A012 (SAME AS COM KSAs)

		Labor and Employee Relations and Equal Opportunity for Executives Army Center For Civilian Human Resource Management Lancaster, PA (4 days) TARGET: Senior MWR Executives	A012, S001, S003, S006 (SAME AS COM KSAs)
EXECUTIVE	NF 5-6 GS 13-15	COMPETITIVE PROFESSIONAL DEVELOPMENT SENIOR SERVICE COLLEGES: National War College Army War College Industrial College of the Armed Forces Fort McNair, VA (1 year) TARGET: Senior Managers (GS 14-15) and NF equivalent	A001, A002, A003, A004, A005, A006, A007, A008, and knowledge of issues associated with national security (SAME AS COM KSAs)
CAREER PHASE	GRADE	TRAINING/RECOMMENDED SOURCE	COMPETENCIES
SENIOR EXECUTIVE	NF 6	MANDATORY, PRIORITY 1: Center for Creative Leadership - Leadership Development Program Greensboro, NC (1 week) TARGET: New NF 6	A004